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## Hire the Best Person for the Job — Then Manage Them by the Laws of the Land - Part 1.

Your culture matters. But New Zealand Employment Law Applies.

There is a conversation we are having increasingly often with business owners, and it starts well before somebody receives an employment agreement.

It starts with who gets through the door in the first place. We work across an incredibly diverse range of New Zealand businesses.

Occasionally we walk into an organisation and feel as though we have boarded a plane and landed in another country. The business owner, leadership team and workforce may predominantly come from one ethnic, national, cultural or religious community.

There is nothing inherently wrong with that.

Culture can be one of the great strengths of a business. Language, heritage, community, family and shared values can create extraordinary loyalty and belonging.

But sometimes we then hear:

**"We can't find enough good people."**

**"There aren't enough people like us."**

**"The business isn't growing."**

**"We need somebody who represents our people."**

Or a candidate is dismissed almost immediately because their name, appearance or background clearly doesn't represent the preferred group.

That's when we ask a very simple question:

***What do you mean by that?***



Because there is a line between celebrating your culture and allowing ethnicity, nationality, religion, race or another protected characteristic to become the gatekeeper to employment. And in New Zealand, that line is governed by the laws of this land.

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# The Engine Business News

Leading Holistic Business Advisors & Specialists  
Business Insights Quarter 3 - 08/26



## The Best Person Might Not Look Like You

The Human Rights Act 1993 identifies prohibited grounds of discrimination including religious belief, colour, race and ethnic or national origins, alongside a number of other protected grounds.

Where an applicant is qualified for the work, the Act makes it unlawful to refuse employment, offer less favourable employment conditions or otherwise discriminate because of a prohibited ground. It also prohibits employment inquiries that indicate, or could reasonably be understood as indicating, an intention to unlawfully discriminate.

The Employment Relations Act 2000 similarly incorporates the prohibited grounds of discrimination from the Human Rights Act.

These aren't optional principles.

They are part of doing business and employing people in New Zealand.

There are limited lawful exceptions in particular circumstances, but simply preferring someone because they come from "our community" isn't the same thing as establishing a genuine occupational requirement.

And sometimes discrimination isn't loudly announced.

It can be:

"That name isn't going to work with our customers."

"They won't fit in here."

"They aren't one of us."

"Our people wouldn't relate to them."

Or simply looking at a candidate and deciding they don't look like the people already working in the business.

When we hear language like this, we challenge it.

Not by immediately making accusations, but by asking questions.

***What does that have to do with their ability to perform the job?***

What competency are we actually assessing?

Would we make the same decision if this person had exactly the same skills and experience but looked different?

That is an important conversation for every director and business owner to be prepared to have.

And It Doesn't Stop Once You Hire Them

There is another side to this conversation that we are encountering more frequently. Hiring according to New Zealand law also means managing according to New Zealand law. Part 2 on the next page.

👉 Learn more [here](#).

**Businesses may also be eligible for co-funded advisory support of up to \$5,000 to work with us.**

**At The Engine, we don't deal in assumptions.**

**We deal in clarity, structure, and execution.**

**Because when your business starts slipping, the time to act is not later. It is now.**



***What happens when we fundamentally disagree? Who has authority? What belongs to management, the board or shareholders? What if one wants growth while another wants dividends? One wants to sell while another wants to keep building?***

Those conversations become considerably more important once the business has value. A conversation avoided five years ago can become today's very expensive problem.

### **Know Which Hat You're Wearing**

Shareholder. Director. CEO. They aren't interchangeable.

A shareholder owns an interest in the company. A director governs and carries statutory duties. A CEO manages under delegated authority.

In SMEs, one person may wear all three hats, creating blurred lines. A founder may think, "It's my company," while another director is thinking, "I have legal obligations as a director."

A board isn't there simply to endorse the majority shareholder or rubber-stamp management. Good governance requires everyone to understand which hat they're wearing when decisions are made.

### **Good Governance Shouldn't Always Be Comfortable**

Sometimes people say they want strong governance when what they really want is experienced people who agree with them.

That's not governance.

Independent expertise should be prepared to ask:

***Why? What are the risks? What haven't we considered? Is this in the company's best interests?***

Healthy challenge strengthens decision-making. Disagreement isn't the problem. The problem is when disagreement becomes dysfunction. When trust disappears, decisions become personal, information stops flowing or board meetings become operational battlegrounds, the business ultimately pays the price.

### **We See It in SMEs Too**

At The Engine, we regularly enter businesses where governance hasn't kept pace with growth. Board meetings have become management meetings. Partners aren't communicating. Historic grievances influence decisions. Founders struggle to relinquish control. Family relationships cross into commercial decisions, and nobody is quite sure where authority sits. Sometimes we're facilitating conversations that should have happened years earlier — creating structure, separating roles and rebuilding accountability.

Small cracks don't stay small when nobody repairs them.

### **Alignment Doesn't Mean Agreement**

A strong board doesn't need everybody to agree. It needs alignment around where the business is going, how decisions are made, respective roles, acceptable risk and what happens when people disagree. Robust debate can produce better decisions.

But when directors, shareholders or partners fundamentally disagree about how the company should be governed, hoping the problem disappears rarely works.

If the lines between shareholders, directors and management have blurred — or important conversations simply aren't happening — The Engine can help. Our Governance Advisory work brings independent perspective, practical business experience, structure and accountability to your table. Don't wait for the cracks to become a crisis. Bring the right people to the table now.

**[Learn more about Governance Advisory at The Engine](#)**

## **When the Boardroom No Longer Aligns**

Governance isn't about agreeing on everything. It's about agreeing on how you will navigate the things you don't agree on.

A NZ Herald article this week by Shayne Currie caught our attention — not simply because of the names involved, but because the issue behind the headline is something we see regularly in businesses here at The Engine.

Winton chairman Steven Joyce and director Guy Fergusson resigned from the property development company, citing what they described as a "fundamental misalignment" with majority shareholder and former CEO Chris Meehan regarding matters of corporate governance.

Their departures followed the resignation of Winton's chief executive and an earlier chair. I'm not inside the Winton boardroom, and this isn't about determining who is right or wrong. But those two words are worth talking about:

## **Fundamental misalignment.**

Because while this particular example involves a significant listed company and prominent directors, versions of the same problem play out every day in New Zealand businesses.

We see it between directors.  
Between shareholders.  
Between business partners.  
Between founders and CEOs.  
Between parents and the next generation.

And sometimes between partners in life who also happen to own a business together.

## **We Love Each Other. Surely We Can Run a Business Together?**

**Sometimes.** Sometimes. But love, friendship, family and trust don't automatically create governance alignment.



Businesses often begin because people complement each other — one has the idea, another the capital; one sells, another delivers. Friends, couples and families build businesses together, often without asking the uncomfortable question:

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## Your Brand Isn't What You Say It Is

The disconnects costing businesses attention, trust — and sales

We spend a lot of time talking with businesses about growth. More customers. Better leads. Higher margins. New markets. And quite often, before we talk about spending another dollar on marketing, we ask:

***Does the market actually understand who you are, what you do, why you're different and why they should choose you?***

Because branding isn't your logo.

Your brand is the expectation you create. Your positioning is the space you own in your customer's mind.

And right now, we're seeing some significant disconnects.

**You say premium. Your customer experience says average.**

Beautiful logo. Premium website. Premium pricing. Then nobody answers the phone. An enquiry sits unanswered for three days.

The proposal looks like it was thrown together in ten minutes. The invoice arrives before the promised follow-up. You cannot market premium and deliver mediocre. Our brand promise has to survive contact with the customer.

**Your business has evolved. Your brand hasn't.**

This is one of the biggest disconnects we see. The business started doing one thing five or ten years ago. It has since developed greater capability, better people, larger clients and more sophisticated services. But the website still describes the business it used to be. The founder tells an extraordinary story in person, yet none of that value is visible online. Your business may have outgrown its own positioning.

**You know what you do. Your customer doesn't.**

"We provide innovative, customer-centric solutions tailored to meet the evolving needs of our clients." Wonderful.

But what do you actually do?

Businesses become so familiar with their own language that they forget the customer doesn't live inside their world. If somebody lands on your website, can they understand within seconds:

What do you do?

Who do you do it for?

What problem do you solve?

Why should I choose you?

What should I do next?

Confusion doesn't create curiosity.

**It creates exits.**

**Your website says one thing. LinkedIn says another.**

Your website is corporate. Social media is casual. Sales tells another story and your team gives different answers when asked, "Why should I choose you?" That's not positioning. That's multiple versions of your business competing with each other.

**You're selling services, not outcomes**

Customers don't necessarily want strategic consulting — they want clarity. They don't want process optimisation — they want fewer mistakes and better margins. They don't want leadership development — they want managers capable of leading without everything escalating back to the owner. Stop describing what you sell. Communicate what changes because someone bought it.

**Your biggest differentiator is invisible**

We constantly find businesses with extraordinary expertise, intellectual property, customer stories and founder credibility — yet none of it is visible. If your greatest competitive advantage is something customers discover only after hiring you, you're leaving value on the table.

**You're trying to talk to everybody**

"We work with everyone" sounds inclusive, but rarely creates strong positioning. If your message tries to speak to everybody, it can become so broad that nobody thinks, "That's exactly for me."

Strong positioning requires deciding not only who you are — but sometimes who you're not.

**Your reputation is better than your marketing**

Customers love you. Referrals are strong. Testimonials tell incredible stories — but your marketing doesn't. Listen carefully to why customers say they choose you. Your best positioning statement may already be sitting inside your testimonials.

**You're creating more content — but saying less**

AI can now create polished content in seconds. The result? A market flooded with businesses sounding increasingly alike.

**Your paragraph text**

Your experience, opinions, stories, expertise and personality matter more than ever. If your competitors could put their logo on your content and nobody would notice, your brand isn't distinctive enough.

**Your people are your brand**

Brand isn't Marketing's responsibility alone. Your receptionist, sales team, managers, technicians and accounts team all deliver the brand promise. Marketing creates the expectation. Your people prove whether it's true.

**Stop spending before doing the thinking**

New website. SEO. Google Ads. Social media. PR. Before spending another dollar, ask:

**Who are we? Who are we trying to attract? What do they value?**

**Why should they choose us? What position do we want to own?**

Marketing amplifies what already exists.

If your positioning is unclear, spending more simply amplifies the confusion. Position First. Amplify Second. Being visible isn't enough. You need to be understood, remembered and trusted.

Before asking, "**How do we get more people to see us?**", ask:

**"When they see us, what exactly do we want them to think?"**

At The Engine, we help businesses uncover their value, understand their market and customers, clarify their positioning and connect that story to strategy, customer experience and growth. Sometimes you don't need more marketing. You need greater clarity about what you're marketing.

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**Position first. Amplify second.**



## The Director doesn't need all the answers

This isn't an argument against outsourcing. Quite the opposite. Great directors know the limits of their expertise and surround themselves with people who know more than they do.

But strong governance isn't demonstrated by how many advisers you have.

It's demonstrated by the quality of the questions you ask them. Don't just ask: ***"Is everything okay?"***

Ask:

What concerns you?

What aren't we seeing?

What's our greatest exposure?

What assumptions are we making?

What happens if this goes wrong?

What would you do if this were your business?

And importantly:

Is there another specialist we should bring into this conversation?

The best professional advisers shouldn't be threatened by good questions.

They should welcome them.

## DELEGATE. QUESTION. VERIFY.

As businesses grow, directors must delegate. You simply cannot remain involved in everything. But delegation should create visibility, not blindness. Put reporting around outsourced functions.

Understand the measures that matter. Set escalation points. Ask for bad news early. Challenge assumptions. Periodically test whether the advice you're receiving remains appropriate.

And don't allow "the experts are handling it" to become shorthand for ***"I stopped paying attention."***

Last month we said the buck stops with the director.

This month I'll add something to it:

***The director's job isn't to know everything.***

It's to make sure the right questions are being asked, the right information reaches the board and the right people are around the table before important decisions are made.

Outsource what makes sense.

Bring in specialists.

Listen to expertise.

Challenge it when necessary.

Then make the decision and own it.

Because you can delegate the work. You can outsource the expertise. But when your name is sitting beside "Director" — you don't get to outsource the responsibility.

## WHO IS REALLY WATCHING YOUR BUSINESS?

At The Engine, our role isn't to replace your accountant, lawyer, HR adviser, marketing agency or other specialists. We help directors connect the dots between them. We challenge. We question. We identify gaps. We bring additional expertise to the table when it's needed and help ensure decisions are being considered through the wider lens of the business.

Because sometimes the greatest risk isn't that nobody is advising you.

**It's that everybody is advising you from their own corner and nobody is looking at the whole business.**

## The Buck Stops With the Director Part 2

### You Can Outsource the Work. You Can't Outsource Your Judgement.

Last month we talked about director accountability and the importance of surrounding yourself with the right professional expertise. This month, we want to take that conversation somewhere different.

What happens when you've delegated something to an expert and assume that means you no longer need to understand, question or oversee it?

Outsourcing makes enormous sense. No director can be an expert in finance, employment, technology, cyber security, communications, marketing, law and every other discipline required to run a modern business. But there is an important distinction:

***You can outsource expertise. You cannot outsource ownership of the consequences.***

### "PR IS HANDLING IT"

Imagine something has gone wrong. A customer complaint has escalated. An employee issue has become public. A journalist is asking questions. Social media is moving faster than your internal decision-making.

The PR agency arrives. Statements are drafted. Messaging is developed. Media responses are recommended. Excellent. That's exactly why you engage specialists. But whose reputation is ultimately on the line? Yours. A PR adviser can recommend what to say. They don't carry your director responsibilities, live with your customers, lead your employees or necessarily understand every consequence of the position being recommended.

And sometimes the best response isn't the cleverest one.

Sometimes it's: ***We got this wrong.***

Good advisers help you communicate. Good directors make sure there is something credible to communicate in the first place. PR can manage the message. It cannot fix poor governance underneath it.

### MY ACCOUNTANT DEALS WITH THAT"

We hear this too. "My accountant handles the financials." Fantastic.

But as a director, can you read them?

Do you understand your cash position, liabilities, margins and forecasts?

Do you know whether the company can meet its obligations?  
Could you explain the numbers without your accountant sitting beside you?



## Would your business pass a warrant of fitness?

You wouldn't knowingly drive your car for years without checking the brakes, tyres, oil or warning lights. So why do we do exactly that with our businesses? Business owners are often so busy running the business that they rarely get the opportunity to stand outside it and examine the whole picture. Revenue may be coming in, employees are busy and customers appear happy, but underneath can sit risks, inefficiencies and missed opportunities that simply aren't visible from the driver's seat.

That's why we developed The Engine Business Warrant of Fitness Audit. Our BWOF is a six-week intensive deep dive across your business, examining 12 interconnected areas including legal compliance, financial management, people, marketing and sales, risk, operations and processes, technology, customer service, supply chain, sustainability, innovation, strategy and succession planning.

We're looking for three things:

What's working? What's not? And what aren't you seeing?

Because sometimes the greatest value isn't fixing something that's broken. It's finding the opportunity you didn't know was there.

## WHAT COULD WE FIND?

### CASE STUDY 1 | Profitable, but where was the cash?

The business was growing and reporting a profit, yet the owner constantly felt cash-poor. Our review went beyond the P&L. We looked at cashflow, debtor management, pricing, margins, expenditure and financial reporting. The problem wasn't simply revenue.

Money was tied up in slow-paying customers, margins weren't being properly understood and decisions were being made from the bank balance rather than meaningful management information.

The opportunity: stronger financial visibility, tighter debtor management and better information from which to make decisions.

***Lesson: Profit doesn't necessarily mean cash — and turnover certainly doesn't guarantee prosperity.***



**At The Engine, our coaching philosophy is simple:  
Better conversations create better businesses.**



And discussing with someone impartial, experienced in business and applying a different viewing lens provides **perspective**.

### CASE STUDY 2 | Growth had outrun the business

What began as a small owner-operated business had grown rapidly. More customers. More employees. More complexity. But many of the systems hadn't grown with it.

Knowledge remained inside the owner's head, responsibilities weren't always clear, processes differed depending on who completed the work and too many decisions continued coming back to the founder.

The owner thought they had a people problem. We saw a structure and systems problem. The pathway included clearer accountability, documented processes, stronger management capability and greater delegation — allowing the owner to move from constantly working in the business towards leading it.

Lesson: Sometimes growth creates the very problems preventing your next stage of growth.

### An audit without an action plan is just another report

Our Business Warrant of Fitness isn't designed to leave you with a beautiful document sitting in a drawer. We identify blind spots, risks, opportunities and areas for improvement — then provide a practical action plan and roadmap. The Engine's approach is tailored to the individual business rather than applying the same checklist and recommendations to everyone.

Some findings may need urgent attention. Others become 90-day priorities. Some identify opportunities for growth. And occasionally we confirm that something you were worried about is actually working well. That's valuable too.

### You don't know what you don't know

Business owners often engage us because they already know something isn't quite right. Others come to us because everything appears to be going well and they want independent assurance that the foundations underneath that success are equally strong. Both are good reasons. You service your vehicles. You review your insurance. You check your buildings. You undertake health checks. When was the last time somebody independently put your entire business on the hoist and looked underneath it?

The Engine's BWOF starts from \$3,995 + GST and involves a six-week tailored deep dive into the whole company.

### Would your business pass?

Don't wait for the warning light.

Find the risks. Uncover the opportunities. Build the action plan. And make sure the business you've worked so hard to build is actually operating at its full potential.

[Book your Business Warrant of Fitness with The Engine](#)

# RISE Because Every Voice Deserves to Be Heard



## Take Note? I Don't Think So.

17,096 New Zealanders asked Parliament to act. After more than a year of fighting, the response was essentially: "Take note."

This month I found myself back in the NZ Herald. Not because I particularly wanted another story written about me, but because I couldn't quietly accept what had happened.

Many of you who read The Engine newsletter have followed my journey over the past year. What began as my own frightening diagnosis of aggressive triple negative breast cancer became something much bigger.

I discovered that Keytruda — a treatment used internationally for early-stage triple negative breast cancer — was not funded for women like me in New Zealand.

I had a choice.

Find the money or go without.

My Keytruda treatment cost approximately \$130,000 and resulted in my husband & I forced to sell a business at a \$700k loss.

But the real financial impact on my family of cancer, treatment and the decisions we had to make to keep me alive has been vastly greater.

I was fortunate that somehow, with incredible support from others and considerable personal sacrifice, I found a way. Thousands of New Zealanders won't. And that is why this fight stopped being about me a long time ago.



## 17,096 People Said: This Isn't Good Enough

My petition calling for Keytruda to be funded for early-stage triple negative breast cancer received 17,096 signatures.

Think about that.

17,096 people took the time to put their name behind a request for change. I have spent well over 1,200 hours advocating. I have written letters. Met politicians. Presented to Parliament. Spoken to media. Shared deeply personal parts of my cancer journey. Put my face, my finances and my vulnerability into the public arena.

I have spoken with women facing the same diagnosis. I have watched families desperately fundraise. I have seen what happens when time runs out. And I have repeatedly presented what I believe is a compelling argument:

***Why are we waiting for people to become sicker before we give them access to medicines that may help prevent that progression in the first place?***

Keytruda for early-stage TNBC is funded in more than 40 countries and is currently on Pharmac's Options for Investment list in New Zealand.

Then came the report from the Petitions Committee. Essentially:

**Take note.** No recommendations, just take note.

## I Called It Disgraceful. I Stand By That.

The NZ Herald recently reported my response, and yes, I described it as disgraceful.

I don't use that word lightly But imagine asking citizens to participate in democracy.

Ask them to petition.  
Ask them to collect signatures.  
Ask them to prepare submissions.  
Ask them to provide evidence.  
Ask patients to tell deeply personal stories.  
Ask them to appear before committees.

Then, after all of that, produce an outcome that doesn't recommend funding, doesn't require urgent further investigation and doesn't provide those waiting with a pathway or timeframe. ***What are people supposed to take from that? That their voices were heard — or simply processed?***

There is a significant difference.

## Behind Every Petition Is a Person

Read the full news article [here](#). Your health is your wealth. Ask your MP where they stand on medicines. The future of you or your loved ones depends on this question. Health underpins everything.

# RISE

RESPECT | INTEGRITY | STRENGTH | EMPOWER

WHĀIA TE ITI KAHURANGI

KI TE TŪOHU KOE, ME HE MAUNGA TEITEI

PURSUCE EXCELLENCE - SHOULD YOU STUMBLE, LET IT BE TO A LOFTY MOUNTAIN

# Let's have some fireside business chats



## Have the Conversation Before Someone Leaves

Picture this.

Two business partners have built a successful company together over 15 years. There wasn't a sophisticated governance structure when they started. There didn't need to be. They trusted each other, worked incredibly hard and made decisions over coffee, in the car or after hours.

Then the business grew. More employees. More money. More risk. More decisions. And somewhere along the way, they stopped wanting the same things. One wants to invest and grow. The other wants to take more money out and start enjoying what they've built. One wants to bring senior leadership into the business. The other still wants to approve almost everything.

Neither is necessarily wrong.

They're simply no longer aligned. But instead of having that conversation, they avoid it. Board meetings become tense. Decisions take longer. Staff begin noticing. Small disagreements become personal.

Eventually one says:  
"I can't do this anymore."

Now we're no longer talking about governance. We're talking about lawyers, valuations, shareholder agreements, exits, damaged relationships — and potentially a business caught in the middle.

My question around the fire this month:  
Why wait until somebody wants out before talking about whether everybody still wants in? Good governance isn't something you introduce because your business is broken. You introduce it because you don't want it to break. So, before your next board or shareholder meeting, put these questions on the table:

***Do we still want the same things from this business?***  
***Where do we want to be in three to five years?***  
***Are we clear about the difference between being a shareholder, director and manager?***  
***Can we challenge each other without it becoming personal?***  
***What happens if one of us wants to sell?***

And perhaps the uncomfortable one:  
***If nothing changed for the next five years, would we all still want to be sitting around this table together?***

If that question creates an uncomfortable silence, don't ignore it.

That's probably the conversation you need to have.

At The Engine, sometimes we're there to challenge. Sometimes we're there to facilitate. And sometimes we're simply the independent person around the table prepared to ask the question everyone else has been avoiding.

Structure. Challenge. Accountability. Clarity.

Don't wait for the resignation, the shareholder dispute or the relationship breakdown.

Have the uncomfortable conversation while you still like each other.

Is Your Board Table Working for Your Business?

If you've read this and immediately thought of your own board, shareholder or business partner relationship, perhaps it's time for an independent conversation.

The Engine Governance Advisory — helping you fix the cracks before they become the crisis.

## Delegate to elevate but don't abdicate

If your business cannot operate without you, you haven't built freedom — you've built yourself a job. Delegation is how leaders elevate: giving capable people genuine ownership, creating space for others to grow and freeing yourself to focus on the decisions, relationships and opportunities that only you can drive.

But delegation isn't abdication. Handing responsibility to an employee, manager, accountant, HR adviser or other professional doesn't mean you stop asking questions or understanding what's happening. You can delegate the task, but you cannot delegate your ultimate accountability as a business owner or director.

The magic is in finding the balance. Give people enough authority to own outcomes without hovering over every decision. Set clear expectations, measures and boundaries; then create regular checkpoints that provide visibility without becoming micromanagement. Trust your people — but build systems that allow you to verify.

The goal isn't to make yourself irrelevant. It's to make yourself less operationally necessary and more strategically valuable. Delegate what others can do, develop people to do more, and elevate yourself to where your business needs you most. Step out of the weeds — but never take your hands off the wheel.

Building that capability is exactly where The Engine can help. Our programmes work alongside business owners and leadership teams to strengthen management capability, develop confident leaders, improve accountability and build the systems that allow you to delegate without losing visibility or control. The Engine's programmes are registered with the Regional Business Partner Network, which means your business may be eligible for co-funded support to access our expertise. Invest in your people, elevate your leadership and build a business that can grow beyond you.

**Reach out to [businessadvice@theengine.biz](mailto:businessadvice@theengine.biz) for a confidential chat.**



## The business didn't have a sales problem. It had a leadership problem

Jul 31, 2026 | Newsletter

Standing Up. Speaking Up. Delivering Change. This month I had the privilege of standing on the steps of Parliament, not as a politician, but as an ordinary New Zealander determined to create extraordinary change. Over the past 18 months my advocacy for equitable...

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## Focus on continuity, not just exit

Jun 30, 2026 | Newsletter

The biggest risk to your business is the one you don't see - "What am I missing?" Why trust without verification can cost your business everything One of the questions I have been asked countless times over the past thirteen years is this: "How could someone with...

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## Business Growth & Leadership Support NZ | RISE by The Engine

May 26, 2026 | Newsletter

The Leaders Who Ask Better Questions At The Engine, we work with business owners across New Zealand who want to strengthen leadership, improve strategy, grow sustainably and build businesses that are resilient for the future. One common theme consistently stands out...

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## Change Starts with You

Sep 22, 2025 | Newsletter

Change starts with YOU: Why business owners must commit to True Transformation Every business owner we meet has, at some point, said the words "I want things to change." Maybe it's about growing sales, building a stronger team, creating more balance, or adapting to...

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## Strong finish to 2026. Stronger start to 2027.

Aug 18, 2025 | Newsletter

Strong finish to 2026. Stronger start to 2027. Navigating the critical months ahead - to not take action will leave your business on the hamster wheel Last month's newsletter sparked plenty of conversations, calls and action around The Engine's Business Warrant of...

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## Is your business really fit for the road ahead?

Jul 18, 2025 | Newsletter

Is your business really fit for the road ahead? Would you pass a business warrant of fitness? With many companies falling over and equally many more barely with a pulse, having a business warrant of fitness completed by The Engine Limited could not be more relevant...

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## What's my endgame? The one question business owners often forget to ask when starting out

Jun 18, 2025 | Newsletter

What's my endgame? The one question business owners often forget to ask when starting out When you start a business, it's usually about the idea, the opportunity, or simply the urgency of needing to make a living. You jump in, energised by possibility, fuelled by...

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## Structure. Clarity. A Solid Plan... and Someone to hold you to it.

May 14, 2025 | Newsletter

Structure. Clarity. A Solid Plan... and Someone to hold you to it. In business, drifting is dangerous. Without a clear structure, focused direction, and someone to challenge the status quo, even the most promising ventures can lose momentum. As seasoned business...

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## This Was Meant to Reach You: Turning Motion into Momentum

Jan 16, 2025 | Newsletter

This Was Meant to Reach You: Turning Motion into Momentum The Mountain is You: Plan, Pivot, and Prosper in 2025 Are you busy in the trenches, or are you moving your business forward? There's a difference, and it's one I see too often in businesses stuck in a cycle of...

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